



Global
Apprenticeship
Network

Annual Report
2016/17



Mission

The GAN is a business-driven alliance with the overarching goal of encouraging and linking business initiatives on skills and employment opportunities for youth - notably through apprenticeships. The GAN is a network where private sector companies, business federations and associations come together to share best practices, to advocate and to commit to action around youth employability and skills development. The initiative is driven by business leaders, who use this global platform to promote apprenticeship and internship programmes worldwide. They reach out in their respective countries and industries to mitigate the youth unemployment and skills mismatch crises. At the same time they strengthen their companies' competitive strategies by investing in their workforces.



“ Learning my profession by an apprenticeship was the best start to my career. It has given me wings to independence in the field I love to work in each and every day! ”

Kathleen Morf, Freelance Graphic Designer, www.kathleenmorf.ch

Lead Graphic Designer for GAN Annual Report 2016/17 and Catalogue of Best Practices 2017

The Secretariat of the GAN is located at the International Organisation of Employers (IOE) Secretariat in Geneva, Switzerland.

If you are interested in joining the GAN, please contact:

info@gan-global.org
GAN, Global Apprenticeship Network, Secretariat
c/o International Organisation of Employers (IOE)
71, Avenue Louis - Casai
CH-1216 Cointrin / Geneva
Tel : +41 (0)22 929 00 11
www.gan-global.org



Skills for Business
Jobs for Youth

*Infographics: Jonas Monge
Design & Layout: www.kathleenmorf.ch*

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Acronyms

AED	Business Association for Development (Asociación Empresarial para el Desarrollo)
ANDI	National Business Association of Colombia
APINDO	Indonesian Employers' Association (Asosiasi Pengusaha Indonesia)
ATE	Association of Tanzania Employers
B20	Business 20
BIAC	The OECD's Business and Advisory Committee
BUSA	Business Unity South Africa
CEO	Chief Executive Officer
CEOE	Spanish Confederation of Employers' Organizations (Confederación Española de Organizaciones Empresariales)
CEPB	Confederation of Private Employers of Bolivia (Confederación de Empresarios Privados de Bolivia)
CGECI	General Confederation of Enterprises of Cote d'Ivoire (Confédération Générale des Entreprises de Côte d'Ivoire)
CNI	National Confederation of Industry (Confederação Nacional da Indústria) - Brazil
CNCS	National Chamber of Commerce and Services of Uruguay (Cámara Nacional de Comercio y Servicios de Uruguay)
CNP	National Council of the Patronage of Togo (Conseil National du Patronat du Togo)
CNPN	National Council of the Patronage of Niger (Conseil National du Patronat Nigérien)
COHEP	Honduran Council of Private Enterprise (Consejo Hondureño de la Empresa Privada)
CONEP	National Council of Private Enterprise (Consejo Nacional de la Empresa Privada) - Panama
CONFIEP	National Confederation of Private Enterprise Institutions (Confederación Nacional de Instituciones Empresariales Privadas) - Peru
COPARDOM	Confederation of Employers of the Dominican Republic (Confederación Patronal de la República Dominicana)

COPARMEX	Mexican Employers' Association (Confederación Patronal de la República Mexicana)
COSEP	Superior Council of Private Enterprise (Consejo Superior de la Empresa Privada) - Nicaragua
CPC	Confederation of Production and Trade (Confederación de la Producción y del Comercio) - Chile
CSR	Corporate Social Responsibility
DYA	Desarrollo y Autogestión
ECAM	Employer's Consultative Association of Malawi
ED	Executive Director
FKE	Federation of Kenya Employers
FUE	Federation of Uganda Employers
G20	Group of Twenty
GAN	Global Apprenticeship Network
GNN	GAN National Network
HR	Human Resource
IBM	International Business Machines
ILC	International Labour Conference
ILO	International Labour Organization
IOE	International Organisation of Employers
IT	Information Technology
JEF	Jamaica Employer's Federation
KPIs	Key Performance Indicators
L20	Labour 20
MEDEF	French Business Confederation (Mouvement des Entreprises de France)
MoU	Memorandum of Understanding
MP	Member of Parliament
NEF	Namibian Employers' Federation
NGO	Nongovernmental Organization

OECD	The Organisation for Economic Co-operation and Development
OSH	Occupational Safety and Health
RH	Regional Hub
SME	Small or Medium Enterprise
TISK	Turkish Confederation of Employer Associations (Türkiye İşveren Sendikaları Konfederasyonu)
UCCAEP	Costa Rican Federation of Chambers and Associations of Private Enterprise (Unión Costarricense de Cámaras y Asociaciones del Sector Empresarial Privado)
UIA	Industrial Union of Argentina
UN	United Nations
USCIB	United States Council for International Business
USDOL	United States Department of Labor
TVET	Technical Vocational Education and Training
WEF	World Economic Forum
WRP	Work Readiness Program

Letter from the Chair

Dear GAN Members and Friends,

Over the last year, we have seen apprenticeship and work readiness programmes gain momentum in several countries and industries, and take centre stage in the highest level policy debates. When I started in my role as Chair of the GAN in January 2016, we were present in five countries. Today, I am proud to say that the GAN has eight National Networks (GNNs) which now span four continents and involve 170 companies. We foresee that the pledges made by GAN members will positively impact over 9 million youth through to 2020, and with the growth we are experiencing, this number is constantly rising.

And we will continue with our efforts to help tackle the challenge of youth unemployment and the development of talent to meet future needs for skills. Young people are the most vulnerable victims of the global recession. In a world facing momentous changes, further accentuated by constant technological disruptions, the reality is that we need to adapt and be flexible to various modes of work. A strong ecosystem, where both education and employment policies foster technical and vocational skills through work-based training opportunities, will allow youngsters to thrive in today's and tomorrow's workforces.

Where such ecosystems do exist, the results speak clear. The 2017 Global Talent Competitiveness Index, published by The Adecco Group and INSEAD, has identified the top 'talent magnet' cities as those developing innovative solutions to attract, grow and retain talent. Copenhagen, Zurich and Helsinki lead this ranking and it is no coincidence that Denmark, Switzerland and Finland have advanced education systems and widely available vocational training schemes that allow young people to forge successful career paths.

This year's GAN Annual Report catalogues only some of our achievements as a business led coalition and a catalyst of multi-stakeholder dialogue. The network's involvement with the US Department of



Labor (DOL) in supporting the expansion of high-quality apprenticeships, both nationally and beyond, continues to be a success. We can be justly proud of having laid the foundations for the establishment of further GNNs in the near future.

One such example is the launch of GAN France in September 2017, which will be the first GNN hosted and led by a company. In partnership with The Adecco Group France, GAN France will lead the way towards training 10,000 apprentices in three years. I urge you to continue supporting our "Global Apprenticeship Movement" as we explore innovative models and partnerships to promote and expand work readiness programmes.

It is our commitment to provide young people with the means to learn and find decent jobs where they can make a positive impact in the world. The GAN is in a unique position to bring together some of the world's largest multinationals with key policy makers and social partners, seeking solutions to the youth unemployment crisis. Its purpose to connect youth with opportunities has never been so needed before, and it is this drive which will ensure our success in boosting Skills for Business and Jobs for Youth.

Yours sincerely,



Alain Dehaze
GAN Chair and CEO of the Adecco Group

Letter from Shea Gopaul, GAN Founder & Executive Director

We are on an exciting journey as we embark on a “Global Apprenticeship Movement.” Countries big and small and companies representing IT, robotics, consulting, and HR industries are joining our mission to promote Skills for Business and Jobs for Youth. In an age where the workforce needs to constantly adapt to technological disruptions and economic and demographic shifts, our coalition of key public and private stakeholders is needed more than ever.

This need was confirmed at this year’s G20/B20 policy discussions on Shaping the World of Work. On G20 themes on Innovation and Inclusive Growth, the GAN – as the only employer-led coalition in this space – is recognized as playing a key role in advancing quality apprenticeship by building awareness, identifying good practices and facilitating the creation of new programmes.

The GAN has already united political parties and social partners in several countries around this issue. In Turkey, the GAN has catalyzed legislation change to increase apprenticeship openings fourfold. Several other countries are now following the GAN model and revising national policy so that apprenticeships and work readiness programs are more easily implemented by employers. As employers look to the GAN for solutions in implementing apprenticeship, GAN National Networks (GNNs) in Malawi and Tanzania have produced toolkits and country assessments are underway in Argentina, Costa Rica and Kenya.


Last year, at our hallmark event and Board Meeting at the White House, we announced over 9 million youth to be impacted through our coalition by 2020. Going beyond this figure to scale to more industries and countries, we are launching the 20x20x20 GAN Challenge, where we aim higher to impact 20 million youth through 20 GAN National Networks (GNNs) by the year 2020. With 8 GNNs already in place, and 5 more in the pipeline, we are well on our way towards this goal.



This year we experienced a few firsts. We welcomed 2 new Board Members, ABB and Microsoft, at our CEO Breakfast held at the 2017 World Economic Forum (WEF) in Davos. More recently, our regional conference on apprenticeship in South Africa placed the topic of skills and youth employment on center stage in the country by bringing together high-level policy makers from government, the OECD, IOE, G20, B20, and L20, with foundations, NGOs, educational institutions and youth.

The concept of “innovative apprenticeship” adapting to various country, industry and population needs, is further examined in this year’s Annual Report, as we envision that this will play an important role in defining new models adapted to the Future of Work. This year’s 5 September Board Meeting, when GAN France will launch, marks a special day for the GAN with the first GNN being led by a company. We continue to explore new solutions to complex issues and our unique public private partnership serves as a catalyst for such thought leadership.

Yours faithfully,



Shea Gopaul
GAN Founder and Executive Director

Our Motivation: the GAN Youth Ambassadors

Youth unemployment is a pressing challenge in virtually every country. Our mission is timely and we are motivated to continue our impact for today's generation and scale for the future. We would like to dedicate this year's Annual Report to the following GAN Youth Ambassadors from our network whose lives have been positively impacted through WRPs. Thanks to them, the status of apprentices, trainees and interns are being elevated worldwide. The skills they have acquired through their various WRPs are testimony that investing in skills for business and jobs for youth is worth the effort in every way!

“ Helping people develop the skills they need to compete for well-paying jobs can transform lives and strengthen economies. ”

Karen Persichilli Keogh, Head of Global Philanthropy at JPMorgan Chase & Co.



“ My communication, technical writing, and event organizing skills improved over the internship period. I am now more confident than ever and more optimistic about my future. ”

Walusungu Chibwe, Marketing & Social Media Trainee, GAN Malawi

“ Every skill I acquired this year was through my apprenticeship at the GAN. I have gained knowledge regarding the framework of youth labor insertion and I am very interested in the field; this has solidified my career choice. As a team, with Victoria Giulietti and Julieta Gutierrez, we have worked together toward every step GAN Argentina has taken since its launch and we are very proud of our achievements. ”

Sofia Marino, Trainee, GAN Argentina



Our Motivation: the GAN Youth Ambassadors



“ With on-the-job training and exposure to the advertising and creative entrepreneurship industry during my apprenticeship as a Photographer/Art Director at Umuzi, I didn't just learn how to be economically active but I also learnt the art of using my creative abilities as a business. The result has been global exposure and engagement in the global creative industry. ”

Valentino Zondi, Photographer, Umuzi Academy

“ When I decided to pursue an apprenticeship with Hilton rather than go to college, it opened a number of doors for me that I never thought possible. Since then, I have been put forward for so many new opportunities. My goal is to become an influential Sales Director, who will champion apprenticeships within the company. ”

Daniela Lannelli, Conference and Events Sales Executive,
The Waldorf Hilton London



“ The placement experience equipped me with knowledge that I will be able to utilize further down my career path. It gave me confidence and a positive attitude towards dealing with difficulties in the workforce. Aside from technical skills, I also learnt communication and teamwork skills especially. ”

Yunge Peter Kanuda, Social Media Trainee, GAN Tanzania



“ What I love most about my apprenticeship at UBS is that I've gained insight into many different areas within the bank. This helps me to decide in which direction my future career should go. ”

Anja Minnig, Banking Apprentice, UBS

Our Motivation: the GAN Youth Ambassadors

“ At Accenture, I was given the flexibility I needed to study and make use of the skills acquired during my apprenticeship. ”

Loris, Apprenticeship Alumnus,
Accenture in Switzerland



“ I learned so much from this apprenticeship, it has changed my life. ”

Shajida, Technology Apprentice
Accenture in the UK



“ With the GAN, I finally found a way to align my work to my personal values and a cause I truly believe in: providing youth with exciting work opportunities. ”

Jonas Monge, Social Media
& Visual Communication Specialist, GAN

“ My two years of practical experience at ABB gave me a deeper understanding of the subject, particularly where it relates to construction. I also learned how to thrive in a dynamic workplace and the importance of a good team: during my time at ABB, I have definitely improved my team-working skills! ”

Pascal Bürge, automation engineer apprentice at PGHV, ABB

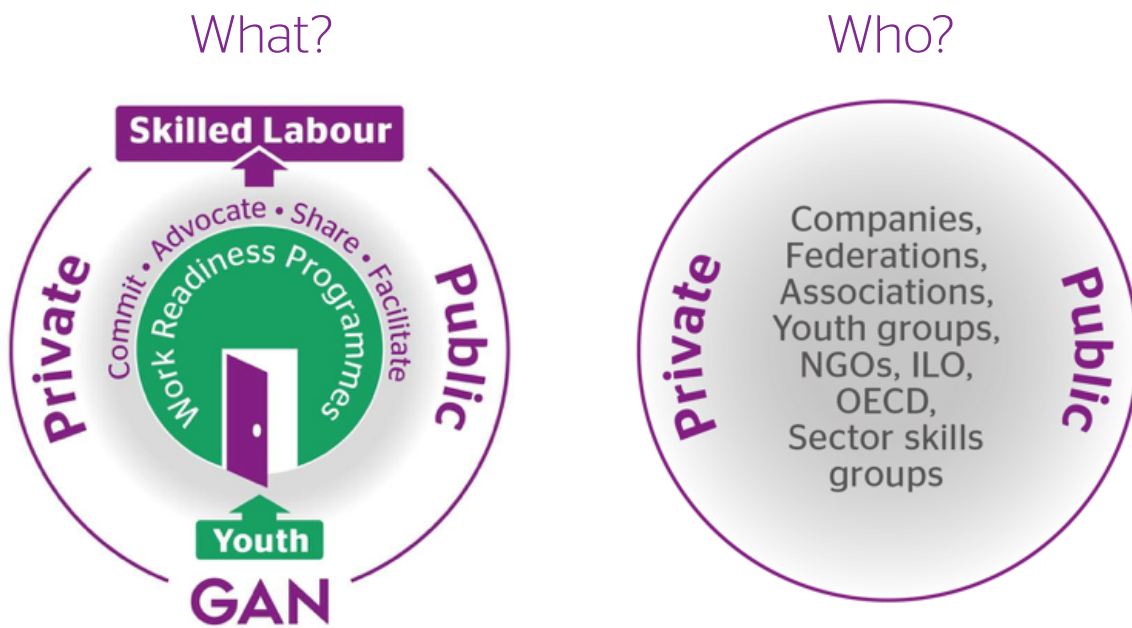


GAN Overview: Impact & Scale

Conceived in late 2013, as a unique coalition of committed companies, employer federations, associations and international organizations dedicated to promoting quality apprenticeships,¹ the Global Apprenticeship Network (GAN) was founded during the aftermath of the global recession, with young people as its most vulnerable victims and the unemployment crisis skyrocketing in virtually all corners of the globe. Driven by business leaders

representing several sectors and industries, the GAN is a neutral platform where pioneers in the workforce arenas come together to promote apprenticeships and work readiness programs (WRPs) in the countries where they operate, with the common goal of opening doors to skills for business and jobs for youth. As a coalition led by the private sector, the GAN promotes training that meets actual labor market demands.

The GAN: What we do and who are we?



Notable achievements since last year in promoting the GAN's mission to commit to action; **advocate** for work readiness programs; share best practices; and **facilitate** multi-stakeholder dialogue and partnerships include:

- Inclusion in the Group of 20 (G20) Labour Ministerial Summit, bringing together the highest levels of policy makers from both government and business spheres;

- **Innovative partnerships** to promote GNNs in Argentina, Costa Rica, Kenya, Malawi, Tanzania, France and the Netherlands;
- Launching **new GAN National Networks (GNNs)** in Mexico, Malawi and Tanzania; and
- Welcoming new Board Members² ABB, Accenture, JPMorgan Chase & Co., Microsoft and Member JobzMall at a CEO Breakfast held at the 2017 World Economic Forum (WEF) in Davos.

¹ While the term "apprenticeship" is well understood in some countries, other terminology is also used to describe work readiness programs (WRPs), including job/career readiness training, traineeship, internship, learnership, artisanship,

returnship, etc. There is a wide range of reported experiences in countries' various approaches to apprenticeships.

² Please see Annex I for a complete list of GAN Members


ABB

“ Young people entering apprenticeship programs form an important part of our workforce. It’s great to be part of the GAN to share best practices as we are exporting apprenticeship programs in the US, and in China. We look forward to sharing these experiences and interacting through this platform. ”

*Ulrich Spiesshofer
President and CEO, ABB*



Microsoft

“ Microsoft is increasingly investing in workforce development, including apprenticeship, which is what brings us to Switzerland today. We are excited to learn more about them in various contexts through joining the GAN. ”

*Mary Snapp
Corporate Vice President,
Microsoft Philanthropies*

YOUTH are **3x more likely**
to be **unemployed** than adults

Direct link between **YOUTH**
unemployment & **social unrest**

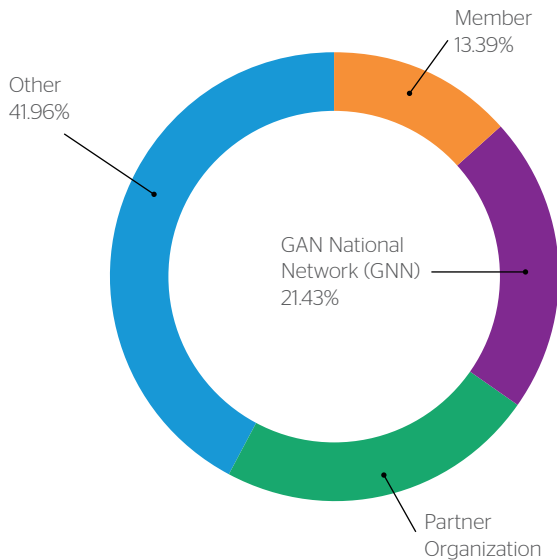
Persistent & long-term
unemployment
undermines **social cohesion**



From left to right: Francine Lacqua, journalist and editor-at-large at Bloomberg Television Alain Dehaze, GAN Chair & CEO of The Adecco Group, Paul Bulcke, Chairman of the Board of Directors, Nestlé S.A, Sergio Ermotti, Group CEO of UBS, & Shea Gopaul, Founder and ED of the GAN

Impact

To truly make an impact, the GAN seeks to scale these achievements by increasing membership; spreading geographical presence; advocating through high-level platforms; and leveraging memberships and partnerships to its fullest potential. As an example of the latter, GAN Board Member Accenture carried out a global assessment to measure the GAN's impact over the last three years. Feedback was gathered from various stakeholders through two means:



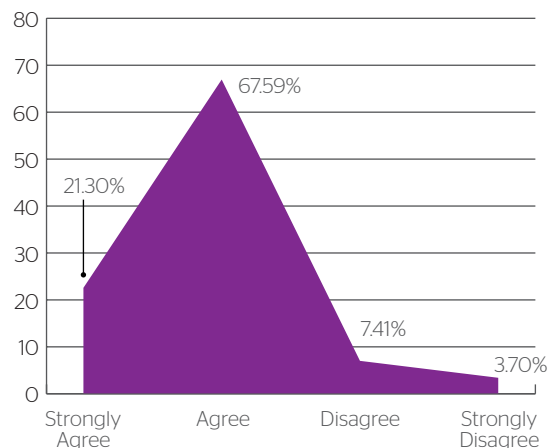
- A. Conducting phone interviews with 4 GNNs (Malawi, Colombia, Indonesia and Argentina), 2 partners (International Organisation of Employers [IOE], International Labour Organization [ILO]) and 1 member (The Adecco Group).
- B. Devising a global survey on SurveyMonkey.com composed of 11 questions targeting different areas of achievements and challenges for the GAN. The survey was open from 10 April – 16 June 2017. 112 people responded to the survey, which included partner organizations (23.21%), GNNs (21.43%), members (13.39%) and other supporters such as potential GNNs, business and employer organizations, GAN Secretariat employees, government officials, training supporters, etc.

The overall results of this survey show that stakeholders around the globe value the GAN's work and its impact:

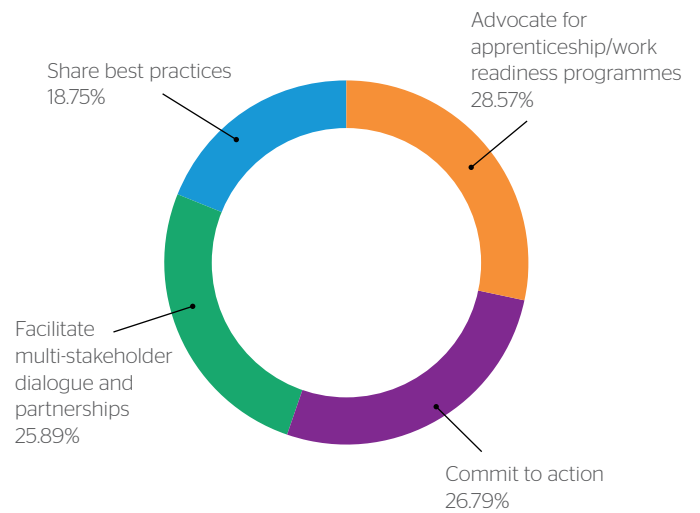
- 73.21% see the GAN as a provider of useful tools and services to its members and GNNs, and 12.50% strongly agree.

GAN has made an impact!

- 67.59% believe that the GAN has made an impact over the last three years and 21.30% strongly agree.
- 63.39% agree that the GAN is a motivator for companies and GNNs to increase apprenticeship and WRPs, and 28.57% strongly agree.

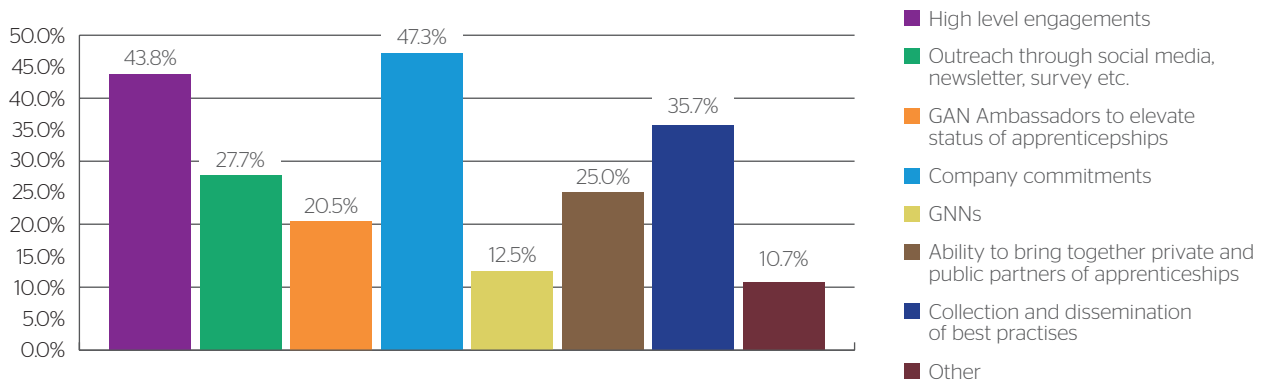


- Of the GAN's four themes of commitments, advocacy, sharing best practices and facilitating multi-stakeholder dialogue:
 - 28.57% voted for advocacy as being the most impactful in promoting apprenticeship and WRPs.
 - 26.79% voted for commitments.
 - 25.89% voted for multi-stakeholder dialogue and partnerships, and
 - 18.75% chose sharing of best practices.



- In line with the GAN's notable achievements of 2016-17 (as outlined on page 1), stakeholders view the GAN's top successes to be: our ability to bring

together private and public partners (47.32%); high-level engagements (43.75%); and activating company commitments (35.71%).



These results are testimony to the fact that a revolution is happening in apprenticeship. As we approach our third year of operation, we have been fortunate to witness firsthand the impact of apprenticeship and WRPs on young people's career trajectories, as well as the benefits for companies and society as a whole. Apprenticeship is well-known in countries such as Switzerland and Germany - recognized for having stable and diversified economies - and countries all around the globe

are jumping on the apprenticeship bandwagon. Our GNNs are joining the [Global Apprenticeship Movement](#) in Turkey, Indonesia, Spain, Argentina, Colombia, Mexico, Malawi and Tanzania. All of our GNNs, whether functioning in a developed or developing economy, share the same conviction that the GAN's work is a practical solution to youth unemployment and, therefore, a contribution to a sustainable economy.

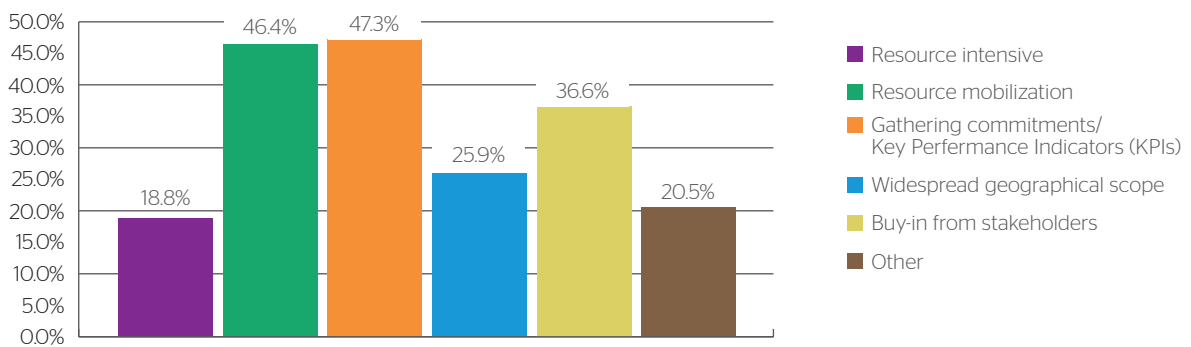
The GAN Footprint



Impact

The challenges revealed from Accenture’s survey relate to driving our strategy forward and scaling our approach. These obstacles include gathering commitments (47.32%); mobilizing resources (46.43%); and securing buy-in from stakeholders (36.61%). In

the section on *The Future: Scaling to GAN 2.0* (page 41) we will explore further the GAN’s five year strategy to overcome these risks and scale our model to reach a wider audience.



“ To get to scale, we need to go beyond the idea that apprenticeships have to be long. ”

Florus Prinsloo, TVET Lead, Western Cape Government³



³ From a presentation at the Conference on Pathways to Youth Employment-Apprenticeships and Work Based Training, co-organized by the GAN, the South African Government, and the Organisation for Economic Co-operation and Development

(OECD), with the support of the International Organisation of Employers (IOE), G20, B20 and L20 and in partnership with the MasterCard Foundation

Scaling for Growth

In comparison to 2013, when the GAN was initially conceived, the current youth employment situation has unfortunately not improved. There is still a daunting road ahead for the GAN, with [global unemployment levels](#) in 2017 expecting to rise by 3.4 million people⁴. The global [youth unemployment rate](#)⁵ remains three times the adult unemployment rate, affecting [71 million unemployed youth](#).⁶ Furthermore, youth unemployment in recent years can be linked to pressing societal issues such as social unrest and populism.

Given this context, GAN members in 2016 came together at the White House to announce over 9 million youth impacted through its coalition. For 2017 and beyond, the GAN is launching a 20x20x20 GAN Challenge, boosting its impact to reach 20 million youth through 20 GNNs by 2020. As we are almost halfway there in meeting this goal, the GAN will continue to leverage partnerships, rally members, and streamline the GNNs to meet our [Key Performance Indicators \(KPIs\)](#).⁷

⁴ ILO World Employment and Social Outlook, Trends 2017, p. 1

⁵ ILO World Employment and Social Outlook, Trends 2017, p.17

⁶ ILO, World Employment Social Outlook Youth, 2017 Report, p.3

⁷ Please refer to Annex III for the KPI Chart.

The 20x20x20 Challenge

How we went from 9.4 Million opportunities to 20 million by 2020



Original Pledge 
9.4 Million by 2020
 At the White House

The Wake-Up Call



9.4 Million wasn't enough, we knew we could challenge ourselves & our members to do **better.**



The 20 x 20 x 20 Challenge

20 Million opportunities
 20 Member Companies
 by **2020**

Trends and Challenges Facing Apprenticeship and Work Readiness Programs Today

Over 3 years old and now present in 8 countries, with France, Costa Rica, Namibia, the Netherlands, and Kenya, soon joining our coalition, we have observed a few trends on our journey:

- First and foremost, an exciting revolution is happening in this sphere. However, we can only leverage its full potential if we recognize that in many countries, we simply cannot transplant the traditional models of apprenticeship to other contexts. Although the Swiss and German models are often touted as the gold standard of apprenticeship, we must keep in mind that these models were built over a period of hundreds of years, evolving around specific trades tied to early industrialization. It is imperative that any apprenticeship system is **adapted to the local economic, cultural and educational systems** and developed through **dialogue** between all social partners, with multi-stakeholder engagement including employers, government, schools, certification institutes, trade unions, etc. This is why we ensure that our GNNs are country-led and that the national stakeholders design and implement each country-specific work plan. Please see the section on *Updates from the GNNs: The GAN's Global Footprint* (page 31) for more information on the activities of each of our GNNs.
- With an increasing trend of youth unemployment facing even those with university degrees, there has been recent debate on **skills and competencies-based recognition**, as opposed to a focus on educational attainment. However, the stigma surrounding apprenticeship and work-based training is pervasive and there is still much work to be done to improve the image of apprentices. This is why advocacy to elevate the status of apprenticeship is such an important part of our work. Please see the section on *Our Motivation: the GAN Youth Ambassadors* (page 12) to learn more about the types of skills young people are learning today, outside of university.
- And finally, today's job growth is driven by **artificial intelligence, information technology (IT), healthcare and the services sectors**. Thus,

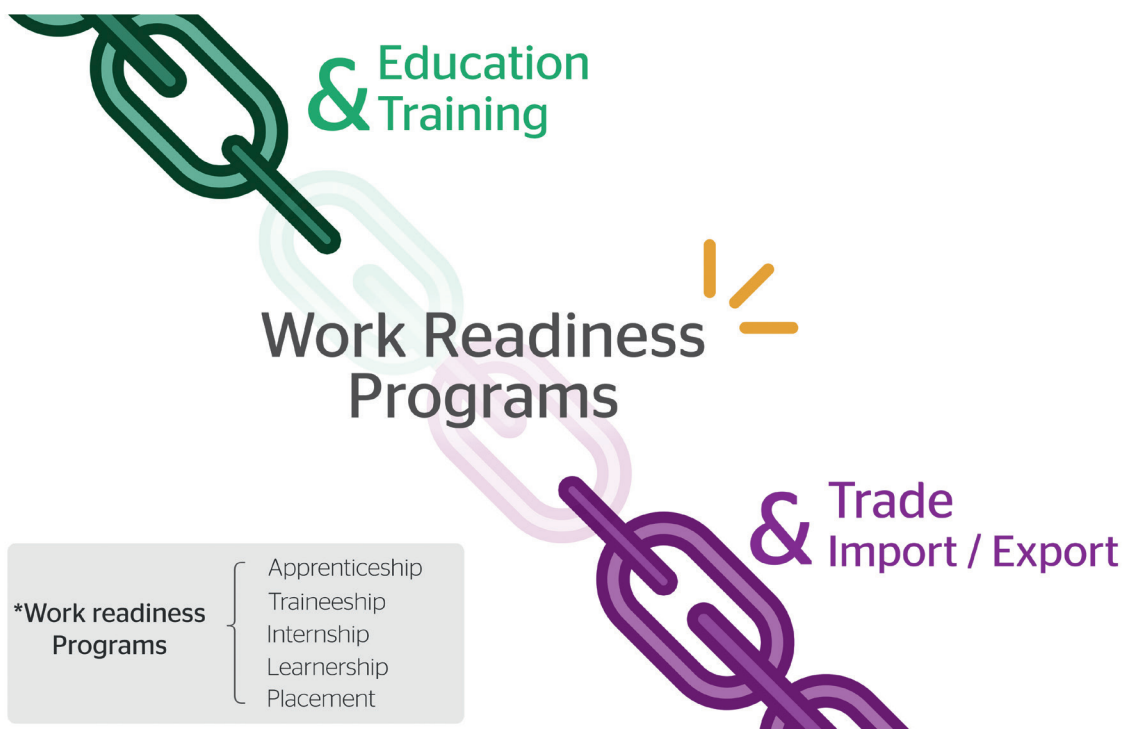
the rise of “new-collar jobs,” driven by employer needs, is pushing apprenticeship and WRPs to **innovate and expand its reach** to cultivate **new skills**. There is room for **flexibility and adaptability** when considering these newer industries, including shorter time frames and various modes of delivering training. With newer sectors, we should also consider wider target groups, where apprenticeships can be adapted for all, inclusive of people of all ages and target groups. This could entail focusing on pre-apprenticeship programs, continuous skills training, lifelong learning, reskilling opportunities and returnships for older people. As a coalition driven by some of the world's largest companies, international organizations and governments, the GAN is exploring how new, innovative models are being tested and adapted to specific country and industry needs. Our coalition's diversity is part of our wealth. Please see this year's *Catalogue of Best Practices* to explore our member companies' innovative apprenticeship and work readiness programs which collectively impact over **9 million youth**.

“ We should not just cut and paste these gold standard models. They need to reflect local needs, educational programs and industry requirements. Apprenticeships can be offered to people of all education levels, allowing high school students or graduates as well as those who hold university degrees to pursue a work-based training experience. We should be thinking of innovative models of apprenticeships. ”

Shea Gopaul, Founder and Executive Director, GAN

In our three years of existence, we have come across a few challenges to consider when approaching our strategy to scale for growth. The following are **challenges that face almost all countries** when implementing quality apprenticeship and WRPs. These challenges will define and shape approaches toward developing solutions to scale:

- Developing sustainable **financial models** regarding who pays for training is a recurring theme; e.g. tax levy, tax incentives, and government vs. private sector stipends.
- Employers want to **keep it simple** when it comes to registration procedures and program design.
- Setting up apprenticeship systems can be **time consuming and costly** for employers to take on alone. Intermediary institutions or associations to facilitate dialogue between the government, employers, trainers, students, and other stakeholders can play crucial roles. They can encourage employers to take on apprentices; run awareness raising campaigns so teachers, students, parents, youth, and counselors are informed of apprenticeship opportunities; implement industry-tailored apprenticeship programs; and ensure that programs are of high quality.
- **Flexibility** regarding time frames, allowing the program to adapt quickly, is also important considering constant technological disruptions.
- The **stigma** surrounding apprenticeship and work-based training is pervasive and much work remains to improve the image of apprentices.
- Apprenticeships and WRPs still lack **accessibility in many areas**, including basic issues such as making information readily available for target groups about training programs and where jobs are in demand. Logistical factors such as childcare and transport costs need to be considered as well.
- In today's globalized world, more and more players are exploring the **links between trades and training**.



Activities Report: Global Achievements

The GAN's achievements are measured against *Key Performance Indicators (KPIs)* initially developed through pro-bono workshops led by McKinsey & Company. Based around our four themes of *commitments, advocacy, sharing best practices, and facilitating multi-stakeholder dialogue*, the KPIs are measured both at the GAN Global Secretariat level and through the activities of the GNNs. Please

see *Annex IV* for the KPI chart and the next section on the GNN Activities Report for information on progress at the national level.

Since our inception, we have collectively achieved the following as we work towards our goal of creating over 9.3 million opportunities for youth by 2020:








Committing to Action & Advocacy

Our 2017 Catalogue of Best Practices⁸ highlights the innovative and diverse approaches our member companies and partners have taken to advance and promote apprenticeship and work-readiness

programs in several industries and countries. At last year's Board Meeting at the White House on 6 October 2016, our member companies, partners and collaborators made several collective pledges:

⁸ Available on our website at: <http://www.gan-global.org/services>

Update on Pledges from GAN Partners & Collaborators:

<p>ADECCO</p> <p>By 2020, Adecco North America pledges to facilitate 10 000 work-based learning opportunities, with an emphasis on apprenticeships</p>  <p>THE ADECCO GROUP</p>	<p>HILTON</p> <p>Setting-up the first US apprenticeship system in tourism, Hilton will launch with an initial 370 apprenticeship positions over 5 years</p> 	<p>IBM</p> <p>Working with North Carolina AT&T, IBM will increase the diversity of workers entering and successfully completing Registered Apprenticeship Programs</p> 
<p>US Department of Labour</p> <p>USDOL supports the GAN with 1.4 million USD and has provided 9 million USD to apprenticeship projects in Costa Rica, Argentina and Kenya</p> 	<p>APINDO</p> <p>Indonesian Apprenticeship Movement to begin with an Apprenticeship Fair in 2016/17, with 2 000 companies</p> 	<p>GAN Partners & Collaborators</p> <p>BIAC, ILO, IOE, New America, OECD AND USCIB provide capacity building activities, access to global and regional platforms, and advocacy</p>



The US Department of Labor (USDOL) pledged⁹ to “support the GAN with USD 1.4 million, and granted another USD 9 million to apprenticeship projects in Costa Rica, Argentina and Kenya.” These GNNs are well underway, and more information can be found in the next section on Updates from the GNNs (page 38).

The United States Council for International Business (USCIB) pledged to hold “roundtable discussions in 2017 with USCIB member companies on the future of work, jobs and skills as well as the role for business.” The first meeting will be held on 20 July 2017 prior to the 80th anniversary of the US National Apprenticeship Act.

⁹ Funding is provided by the USDOL under cooperative agreement number IL- 29557-16-75-K-1. This material does not necessarily reflect the views or policies of the USDOL,

nor does mention of trade names, commercial products, or organizations imply endorsement by the US Government.



The Indonesian Employers' Association (APINDO) pledged for "an Apprenticeship Fair in 2016 to further advocate for GAN Indonesia, with 2,000 companies pledging to recruit apprentices and

7,000 - 10,000 job seekers expected to participate." More information on the event can be found in the *Updates from the Current GNNs* (page 34).¹⁰



President Joko Widodo declaring a National Apprenticeship Movement



The Organisation for Economic Co-operation and Development (OECD) pledged for "a regional meeting on apprenticeships in 2017, linked to the G20." In partnership with the GAN, the South African Government, International Organisation of Employers (IOE), G20, Business 20 (B20), Labour 20 (L20) and The MasterCard Foundation, a regional conference on "Pathways to Youth Employment - Apprenticeships and Work-based Training"¹¹ was

held on 6-7 April 2017 in Johannesburg, South Africa. The event brought together 150 participants from 20 countries (mostly from the South African Development Community) representing the private sector, government, employers' federations, unions, international organizations, foundations, nongovernmental organizations (NGOs), education institutions and youth. As a result, the GAN received the following new commitments:

¹⁰ <http://bali.antaranews.com/en/berita/100266/president-witnesses-declaration-of-national-apprenticeship-movement>

¹¹ For more information: http://docs.wixstatic.com/ugd/f9cc1d_e5084334cb034eddb443e757655aa732.pdf

Pledges from the Pathways to Youth Employment - Apprenticeships and Work-based Training Regional Conference in South Africa



Moringa School pledges to train 5 000 software engineers in the next 5 years and introduce over 20 000 people to software engineering.



The ILO pledges to lead the next G20 meeting in Argentina.



The GAN pledges to launch GNNs in 4 more countries in 2017/2018: Tanzania, France, Kenya and the Netherlands.



The Global Voice of Business

IOE commits to prioritise the topic of apprenticeship in the Social Partners' Summit.



Accenture commits to leading the exploration of setting up a South African GAN National Network (GNN)



International
Labour
Organization



The International Labour Organization's (ILO) pledge to produce an Apprenticeship Guide and to support the GAN and GNNs in capacity building activities is in reference to continued ILO technical support and knowledge sharing for national-level activities. The Apprenticeship Guide to promote quality apprenticeship will be released later this year.

The OECD's Business and Industry Advisory Committee (BIAC) commits to "support the GAN through our continuing work with OECD on relevant projects, to ensure that policy frameworks first and foremost foster private sector job creation and provide access to necessary skills across sectors. BIAC, with the support of our Member Federations which are the leading industry and employer federations in OECD countries, actively promotes the GAN through our engagement with the OECD. We will feature the GAN at our BIAC workshop on Gender Equality, Education and Skills (24 October 2016) and continue to emphasize the work of the GAN through our engagement in the OECD Skills Strategy, the current revision of the OECD Jobs Strategy and project on Jobs for Youth." Apprenticeship Act.



As an update, the GAN presented best practice examples from UBS, Hilton, JPMorgan Chase & Co. and the MasterCard Foundation at this workshop,¹² contributing to a report on the topic which will be published later this year.



The Global Voice of Business

The IOE's pledge is to promote "an enabling environment for the creation and continued development of jobs especially for youth. The IOE commits to promoting the values of apprenticeship as a means of integrating youth into the labor market and to actively encourage its more than 150 members to engage in the further development of existing and future GNNs. The IOE will continue to offer GAN a platform in the B20/G20 process and in its conferences and meetings, as for instance in the Global Employers Summit, in the framework of the G20 Labour Ministerial on 17 May 2017." As a result, the GAN's work and relevance was recognized in the highest-level policy platform of the G20.¹³



New America's pledge was to host "an apprenticeships meeting in Washington, DC in May 2017." The pledge culminated into the Apprenticeship Forward Conference¹⁴ (with 600 people in attendance), where key figures from the public, private and philanthropic sectors discussed how millions of American workers and businesses can benefit from apprenticeship.

¹² For more information: <http://biac.org/wp-content/uploads/2016/09/Final-Agenda-24-Oct-BIAC-Workshop-on-Gender-and-Skills-v2.pdf>

¹³ For more information: <https://www.linkedin.com/pulse/gan-executive-director-shea-gopaul-g20-labour-meeting-gan-4-youth>

¹⁴ For more information: <https://www.newamerica.org/education-policy/events/apprenticeship-forward/>



Advocating

Since our landmark 6 October GAN Board/ International Apprenticeship Meeting last year, the GAN has hosted several advocacy events across the globe. Aside from the various advocacy events that the GAN has hosted throughout the year, as a

start-up with a lean team, the use of social media is extremely important for advocacy. We urge you to follow us on social media and join our 20x20x20 GAN Challenge!¹⁵



¹⁵ On Twitter: <https://twitter.com/GAN4Youth>
On Facebook: <https://www.facebook.com/GAN4Youth/>

On LinkedIn: <https://www.linkedin.com/in/gan4youth/>

Sharing Best Practices and Toolkits

Since our inception, the GAN has participated in over 140 advocacy events, where member company best practices have been shared throughout the world. On our website, we also share toolkits for employers and companies on a diverse range of topics such

as how to launch and implement a GNN. Country-specific toolkits and guides from Indonesia, Malawi and Tanzania have been launched and can be accessed here: <http://www.gan-global.org/country-toolkits>

Facilitating Multi-Stakeholder Dialogue and Partnerships

At both global and national levels, we encourage partnerships and facilitating multi-stakeholder dialogue as cross-cutting themes throughout our activities, whether it is through advocacy campaigns, events, or implementing GNN work plans. Notably this year, the GAN's work through G20 platforms has been given more significance as the topic of youth employment and quality apprenticeships are key themes under the German

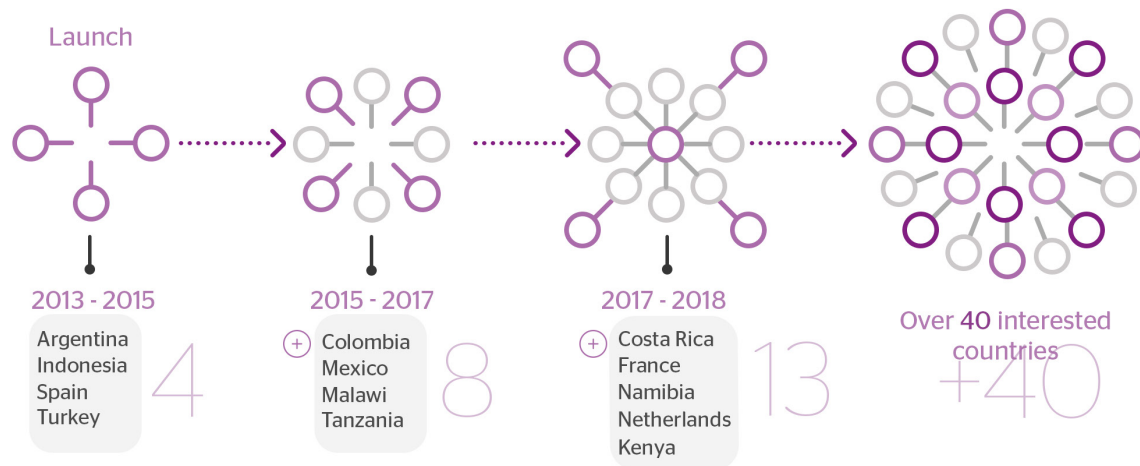
Presidency. Presenting at this year's Labour Minister Meeting in Germany, the GAN's work is seen as an integral component of "Making the G20 a Success." The GAN's unique role in this platform is to engage employers and partners in bringing employment to people through apprenticeship and WRPs. For more information on multi-stakeholder dialogue and partnerships at the national level, please see the next section on the GNNs.



Updates from the GNNs: The GAN's Global Footprint

GNNs, through their local and regional initiatives and activities, are the GAN's on-the-ground country mechanisms to promote work readiness programs (WRPs), notably apprenticeship. Their fundamental role is to provide a foundation for the GAN concepts that is adapted to the **unique national context**. Through their work on the ground, as presented through the Key Performance Indicators

(KPIs) found in *Annex III*, current GNNs contribute directly to the GAN's impact and are models for future GNNs in other countries. Together, the GAN and the GNNs create the **global-local linkages** necessary to promote long term solutions for youth unemployment.



GNNs are demand driven and currently there are more than 40 countries interested in launching a GNN. This shows the urgent need and desire for countries to implement pragmatic and innovative solutions to promote skills for business and jobs for youth. The expected **rapid scaling up** on the national level in the coming years has led the GAN to explore and leverage various types of models and partnerships for implementing a GNN. To set-up a GNN, there are two prototypes:

- The first is a simplified GNN model, with a limited number of meetings and initiatives per year.
- The second option is a more robust model, dependent on partnerships to carry out technical activities. This is a multifaceted approach, requiring more resources (human and financial):

GAN National Network (GNN) Models

GAN Lite

- Meeting twice per year
- Sharing of Best Practices
- Commitment by companies to 4 Principles

GAN with Technical Work and Partnerships

- Meeting twice per year
- Sharing of Best Practices
- Commitment by companies to 4 Principles
- Awareness Campaigns, Awards
- Engaging with celebrities for advocacy
- Sectorial Groups established
- Technical Support for defined activities

Two years after launching its first GNN in Turkey, the GAN is exploring other models to ensure long term sustainability. In 2016, the GAN began activities with the US Department of Labor (USDOL) to support GNNs in Argentina, Costa Rica and Kenya¹⁶. The three **partner organizations** selected by the USDOL to implement activities with the GAN are Youthbuild and its local partner Fundación Paniamor (Costa Rica); Desarrollo y Autogestión (DYA), Fundación SES and Fundación La Salle (Argentina); and the ILO Country Office for the United Republic of Tanzania, Burundi, Kenya, Rwanda and Uganda (Kenya). By 2017, the GAN launched GNNs in Malawi and Tanzania with support from The MasterCard Foundation.

On 5 September 2017, the first ever GNN to be hosted by a company will be launched by Adecco France at the GAN Board Meeting in Paris. In 2018, Randstad will launch GAN Netherlands, and as a result of the GAN's Pathways to Youth Employment regional conference in South Africa, several member companies, the South African Government and other stakeholders are interested in launching a multi-stakeholder-led GNN in South Africa. We are interested in partnering with women's groups, youth organizations and chambers of commerce and industry as flag-bearers of the Global Apprenticeship Movement. We are currently in conversation with WorldSkills and Global Compact to work together at a global level. As an example of the several types of partnerships one can pursue to implement a technical-driven GNN, please see on next page:

¹⁶ Funding is provided by the USDOL under cooperative agreement number IL- 29557-16-75-K-1. This material does not necessarily reflect the views or policies of the USDOL,

nor does mention of trade names, commercial products, or organizations imply endorsement by the US Government.

Innovative Partnerships

Companies	GAN National Networks France Netherlands	 
Led by a coalition of companies & employer organizations	Potential South Africa Network	   
Public sector driven	Departement of Labour projects in Argentina, Costa Rica, Kenya	   
Partner driven	GAN Malawi & Tanzania	

The GAN continues exploring new models to contribute to the 20x20x20 GAN Challenge. With this acceleration, the International Labour Organization (ILO) has been a key partner and enabler on the ground, especially regarding technical work. Its expert staff, contacts, resources and national know-how have been crucial for the GAN's work on both global and national levels.

Exploring ways to be more **efficient, replicable and scalable** is part of the GAN's vision. The GAN leverages experience from existing GNNs and transfers this accumulated knowledge to new and future GNNs. To remain **lean, agile and impactful**, the GAN is setting up a platform (digital and physical) to streamline the GNNs. Currently we

are in the process of creating Memorandums of Understanding (MoUs) between GAN Global and the GNNs, and updating a toolkit on how to launch a GNN. In addition, the GAN Global Secretariat hosts a **closed Facebook group** for its GNNs, where these updated materials will soon be available: <https://www.facebook.com/groups/gangnn/>¹⁷

The GAN continues to interact with GNNs regularly and gather information on their progress through webinars, closed digital groups, an annual in-person meeting during the International Labour Conference (ILC) in Geneva and traditional phone and email exchanges. More information on the GAN's future strategy can be found in the section on *The Future: Scaling to GAN 2.0* (page 41).

¹⁷ Please contact the GAN Secretariat for login information.

Current GNNs



GAN Argentina

Membership



before 30
now
39

Highlights:

- Released a report and toolkit in October 2016, identifying current labor insertion programs by companies for youth, which can be accessed on their website in both Spanish and English.
- Met in December 2016 with the Secretary of Employment, where employers and the government are exploring how legislation can be improved. It is currently under discussion in the Parliament.
- Organized a symposium on “young talent and perspectives on the future of work” in collaboration with The Adecco Group, and with the participation of its CEO and GAN Chair, Alain Dehaze.
- Held monthly meetings with its members to discuss its work plan and to share best practices.
- Established a partnership with DYA, winner of a US Department of Labor grant, and together they will organize a series of technical meetings to develop an action plan, starting with a national assessment.
- Currently working on a survey to collect the number of apprenticeships and WRPs from their members.
- Collaborating with the “Noemí” project, led by DYA, Fundación SES and Fundación La Salle, which consists of developing 5 projects in different regions. Inclusion and educational services will be provided to help youth complete the secondary level, thereby strengthening their technical, socio-occupational capacities and skills, and facilitating future job placement.

More information on GAN Argentina:
<http://www.gan-argentina.org/>



GAN Colombia

Highlights

- Conducted a survey in 2016 and released the results in May 2017.
- Holds monthly meetings hosted by member companies to showcase best practices and commitments to youth.
-  On 12 June 2017 GAN Colombia was selected as a winner¹⁸ by a GAN jury for the following activities:
 - A GAN Stamp to companies showing high impact in youth employment. The Stamp will be launched on August 22 during the event on youth and employment in Bogota co-organized with Adecco and supported by Telefonica and Hilton.
 - An apprentice will become the CEO of GAN Colombia for 5 months.
 - A digital apprenticeship application to connect apprentices and employers was created to give candidates the opportunity to browse all apprenticeships available and companies the ability to access virtual interviews. The application will be launched on GAN Day in October 2017, where the results of a national survey on apprenticeships and WRPs will also be presented and members will share national best practices.

More information on GAN Colombia:
<http://www.gan-colombia.org/>

Membership



before 30
now
32

¹⁸ At the annual GNNs meeting during the International Labour Conference (ILC), four GNNs were selected by a jury to receive a grant for activities that are deemed as high-impact and easily replicable by other GNNs.



GAN Indonesia

Highlights:

- Conducted a workshop in 2016 on Establishing Apprenticeship Curricula for the automotive, retail and hotel industries in Solo, Central Java.
- Launched the National Apprenticeship Movement on 23 December 2016 in cooperation with the Ministry of Manpower and the Indonesian Chambers of Commerce and Industry. The meeting was attended by the President of Indonesia, and 2,643 companies pledged to recruit apprentices. Implementation of the Movement began in Karawang, Bandung & Bekasi, West Java Area, followed by Semarang, Central Java in April 2017. This event was one of the pledges made at the 6 October Board Meeting at the White House.
- Set up a vocational committee in 2 regions, with 42 master trainers, 177 in-company trainers, 254 companies and 9,202 apprentices.

More information on GAN Indonesia:

<http://www.apindo.or.id/id>



GAN Malawi

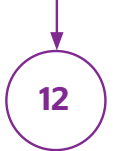
Highlights:

- Launched officially on March 31 with the presence of the Ministry of Labour, Hon. Henry Mussa, and representatives from employers, donors, government, training institutions and NGOs. All CEOs of GAN Malawi member companies will act as GAN Malawi Ambassadors.
- Developed a Toolkit for employers and a Code of Conduct that were presented during the launch. These two documents were shared during the GNN Breakfast organized during GAN's Pathways to Youth Employment regional conference in South Africa. The Toolkit provides background information on the opportunities and challenges in the Malawian context, and identifies the national and international entities addressing this issue as well as the relevant laws, regulations and programs. Instructional information on how to set up a WRP is also included. The Code of Conduct is designed to function as a guide to help employers meet specific criteria to address the needs and opportunities for WRPs in Malawi.
- Formed a partnership with the Talent Guardians initiative, who will share with other members their online internship recruitment platform which was launched in partnership with the Swedish-South African Chambers of Commerce.
- GAN Malawi was featured at the Top Employers Awards gala, where there was an award dedicated to apprenticeships and internships.

More information about GAN Malawi:

<http://www.gan-malawi.org/>

Membership

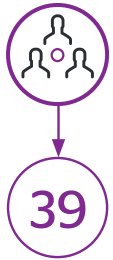


Current GNNs



GAN Mexico

Membership



consisting of both major companies and small and medium-sized enterprises (SMEs)

Highlights:

- At the launch on 9 November 2016, the Adecco Group launched a mobile application that annually uploads 10,000 CVs to connect young graduates with employers. The platform would allow youth to search for their first job through direct contact with employers who offer certified work-based learning programs. Young persons can then rank their employer's program, which is a great way to ensure quality training for youth entering the labor market.
- Winner of the GAN Prize for the following activities:
 - Created an e-book with best practices from GAN Mexico's member companies. The e-book will serve as a toolkit for other companies (including SMEs) wishing to implement WRPs. It will be shared with other GNNs and can serve as an example. This e-book will be launched in October 2017 during an Apprenticeship event.
 - Created a GAN seal or award to recognize those companies implementing successful apprenticeships or WRPs.

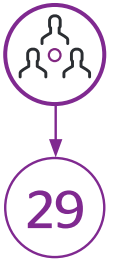


More information on GAN Mexico:
[facebook.com/GANmexico](https://www.facebook.com/GANmexico)



GAN Spain

Membership



Highlights

- Initiated a partnership with Fundación Bertelsmann to help youth access the job market by bringing together companies, centers and institutions committed to developing dual professional education through its "formación profesional" dual program.
- Set up an International Working Group, led by Adecco Group, to provide best practices from other countries and to promote solutions based on other GNN member company experiences.



GAN Tanzania

Membership



29

Highlights:

- Launched officially on 4 May 2017, which was attended by the Honorable Anthony Mavunde, Member of Parliament (MP), Deputy Minister, Prime Minister’s Office, Labor, Youth, Employment, and Persons with Disabilities, the Honorable Almas Maige (MP), Association of Tanzanian Employers (ATE) Chairperson, and Dr. Mary Kawar, Director of the ILO Office for Tanzania, Kenya, Uganda, Rwanda and Burundi, among other dignitaries.
- Developed a WRP Toolkit for employers and a Code of Conduct that were presented during the launch.
- Conducts advocacy work and features in several television, newspaper and social media outlets

More information on GAN Tanzania:
<http://www.gan-tanzania.org/>



GAN Turkey

Membership



before 31
 now
 34

(21 founding members)

Highlights:

- Created a GAN Turkey Special Award Category at the Turkish Confederation of Employer Associations (TISK) Corporate Social Responsibility (CSR) Award Event. The Rönensans Holding Pusula Project was awarded “The Best Apprenticeship Program” which led the company to become the newest GAN Turkey member.
- Developing a Toolkit for companies on “How to Apply for Apprenticeship Incentives.”
- Launching GAN Turkey Certificates for Apprentices.
- Conducting Occupational Safety and Health (OSH) trainings for apprentices.
- By the end of the year, GAN Turkey members are pledging to take on 500,000 apprentices.

More information on GAN Turkey:
<http://ganturkiye.org/en/>

Apprentices permanently employed by GAN Turkey member companies, due to a protocol signed by



3% increase of 14 563 apprenticeship/
 WRP placements from **Jan 2016-Jan 2017**

Upcoming GNNs



GAN Costa Rica

Expected launch date:
November 2017

- After an initial mission in 2016, a follow-up mission in June 2017 was carried out to establish contacts for the future GNN launch.
- The USDOL¹⁹ announced the selected implementing partner of GAN Costa Rica as Youthbuild and its local partner Fundación Paniamor.
- Partners include The Business Alliance for Development (AED) and the Costa Rican Federation of Chambers and Associations of Private Enterprise (UCCAEP).
- Winner of the GAN prize for the following activities:
 - An awareness campaign on the importance of public private partnerships to support youth employability and to push for a change in legislation; and
 - Identification & dissemination of 5 company best practices.



GAN France

Expected launch date:
5 September 2017

- The first GNN to be launched and hosted by a company.
- In partnership with The Adecco Group France, GAN France will lead the way towards training 10,000 apprentices in the next 3 years.
- At the time of writing this report, 8 companies, namely ISS France, Veolia, Compass Group France, Groupe Avril, Salesforce, EDF, Safran and The Adecco Group, will join the board of GAN France.

¹⁹ Funding is provided by the USDOL under cooperative agreement number IL- 29557-16-75-K-1. This material does not necessarily reflect the views or policies of the USDOL, nor does mention of trade names, commercial products, or organizations imply endorsement by the US Government.



GAN Kenya

Expected launch date:
2018

- The USDOL²⁰ announced the selected implementing partner of GAN Kenya as the ILO Country Office for the United Republic of Tanzania, Burundi, Kenya, Rwanda and Uganda.
- Activities will focus on promoting apprenticeship as a path to youth employment, targeting vulnerable groups.



GAN Namibia

Expected launch date:
2018

- Winner of the GAN prize for the following activities:
 - A breakfast brainstorming session with all interested companies and stakeholders (government, NGOs, training institutions, etc.);
 - A validation workshop with the Namibian Employers' Federation (NEF) members and stakeholders; and
 - Several media campaigns to raise awareness about WRPs & apprenticeship



²⁰ Funding is provided by the USDOL under cooperative agreement number IL- 29557-16-75-K-1. This material does not necessarily reflect the views or policies of the USDOL, nor does mention of trade names, commercial products, or organizations imply endorsement by the US Government.

Upcoming GNNs



GAN Netherlands

Expected launch date:

Early 2018

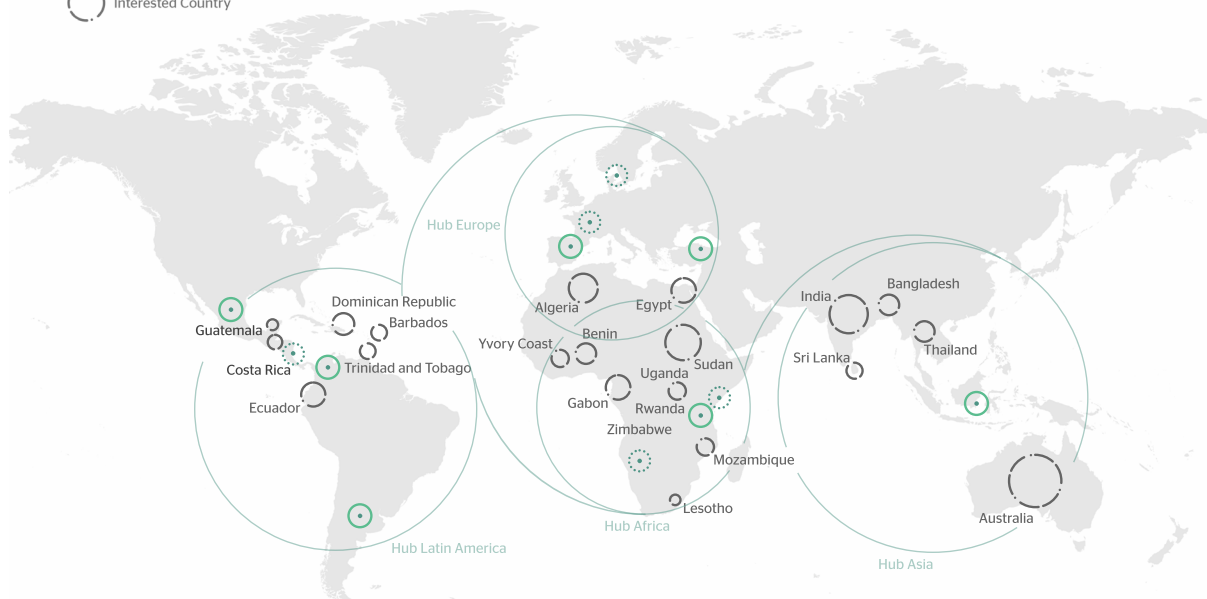
Highlights:

- Will be spearheaded by Randstad. GAN Netherlands will focus on increasing apprenticeship opportunities for youth in a diverse array of sectors.

-  Upcoming GNN
-  Established GNN
-  Interested Country

Countries Interested in Launching GAN

National Networks



The Future: Scaling to GAN 2.0

Being only 3 years old, the GAN is still considered a start-up, which is sometimes hard to believe when looking at our impact and the immense network and outreach built through our members and partners. Being a start-up means the GAN is still evolving and maturing as an organization and so is our strategy.

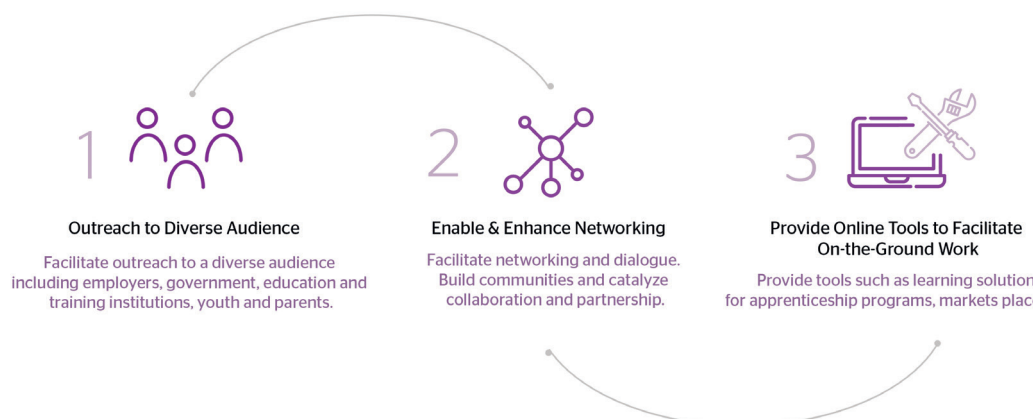
The rapid growth the GAN has experienced since our inception - due to increased popularity of apprenticeships and WRPs, in tandem with the GAN's unique standing as an employer-led coalition - requires us to focus on scale and impact going forward. To seize this window of apprenticeship opportunity, we need to stay ahead of the current debate. Staying lean and agile on the global level will allow us to innovate, move fast and test new approaches, such as the company-led GNNs which we are piloting this year.

On the regional and national level, this means we need to find a scalable model that allows us to grow and expand to additional countries, while continuously delivering high-quality work that leads to significant impact on the ground. Going forward, we aim to provide additional services and tools to our members and partners as well as the GNNs, tailored to national demands. While transitioning from GAN 1.0 to GAN 2.0, it is critical for us to maintain focus on our key strengths, such as providing a business-led strategic platform that convenes key stakeholders. Being a start-up, resource mobilization and partnership building continue to be priorities for us and we aim to diversify our funding sources and establish more innovative partnerships to further our reach.

Bearing in mind our Global Apprenticeship Movement and launch of the 20x20x20 GAN challenge, we are aiming higher: to impact more countries, organizations, youth and the broader talent pool. As we have already achieved more than half of our goal to reach 20 million youth through 20 GNNs by 2020, we are confident that together, we can catalyze the actions necessary to achieve this aim. The following are key areas that will help us continue on our movement from GAN 1.0 to 2.0:

Going Digital

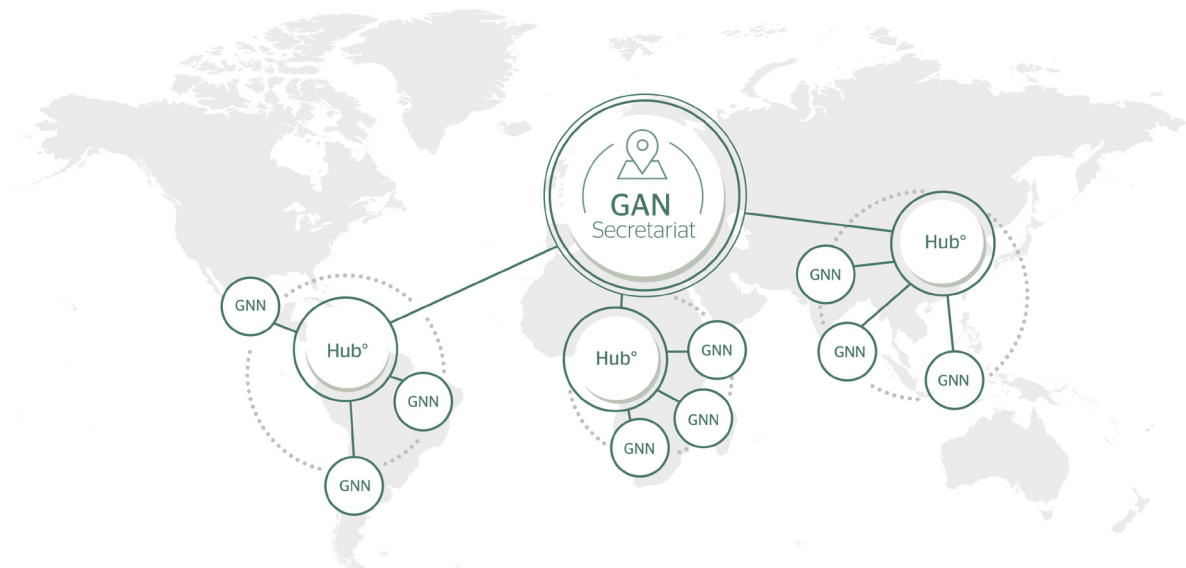
While the GAN is already very active on social media, we aim to strengthen and expand our digital footprint in a way that allows us to better connect our offline and online activities. This digital platform will further increase the GAN's reach and cater to our existing as well as potential future stakeholder groups, including global member companies, GNNs, and eventually youth, parents and the broader pool of job seekers. Offering services and tools - such as knowledge and best practices sharing, networking and match-making, and through our partners' online training - we will leverage the digital platform for our activities on the global, regional and national levels, which will further connect the GAN's different work streams. While the GAN is not a research hub, we do have access to the latest knowledge through our members and partners and will continue to use our platform and outreach, both offline and online, to gather and spread this wealth of knowledge, acting as a curator and a knowledge hub. Based on consultations with our key stakeholders, it is foreseen that the digital platform will have three main functions as outlined below



Scaling up the GAN's Regional and National Footprints

The GAN currently receives a large number of requests to implement GNNs in other countries. While we are thrilled about the level of interest in the model, as a small organization, it is challenging for us to meet the increasing demand for GNNs. Therefore, we continue to pursue the idea of setting up Regional Hubs (RHs), which will act as an incubator for new GNNs in the region, support existing GNNs, facilitate dialogue and action at

the regional level, and bridge the GAN Secretariat with the GNNs. The RHs will work closely with the GAN Secretariat and they will follow the GAN's 4 core principles: advocating for the model, facilitating multi-stakeholder dialogue, sharing best practices and committing to action. To successfully implement the RHs, GAN aims to collaborate with partner organizations that have a strong presence on the ground.

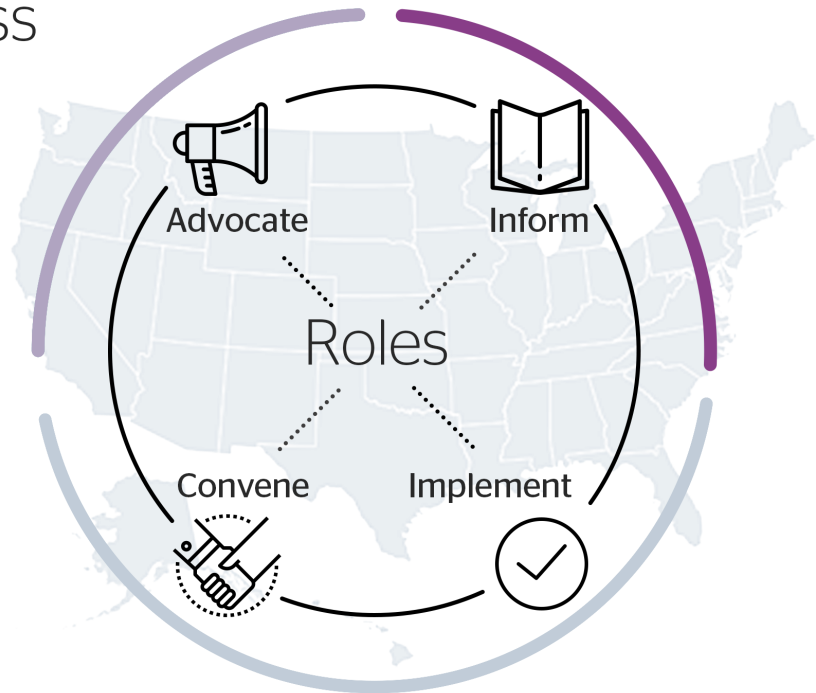


In addition to launching RHs in our current regions, we are expanding geographically. With the continued interest in apprenticeships and other forms of WRPs in the USA, both from the current administration and major companies, the GAN

plans to set up a business-led network with the aim to accelerate the current debate and increase the number and quality of apprenticeships in the USA.



The
U.S. Business
Network



Venturing into New Spheres

Besides growing our geographic footprint, the GAN aims to expand the range of services and tools we offer to our members and partners, not only through a digital presence but also by moving from facilitating to implementing.

Since our inception, the GAN has built a global, strategic platform and works with high-level decision makers from both public and private spheres to promote apprenticeships and WRPs on the strategic level. As we grow, we see an opportunity to move into new areas that complement and strengthen our current focus. We have started to work with our members and partners to identify these new areas of work and based on these initial consultations,

we plan to offer services and tools to increase our impact on the ground, including advisory services, online training, match-making tools, and other ways of leveraging the digital platform. As a network, our idea is to partner with different organizations on the ground to be able to provide these additional services and tools and tap into existing solutions rather than re-invent the wheel. In addition, we are exploring the idea of setting up a for-profit arm of the GAN, potentially linked to the activities we are planning to launch in the USA, to ensure our financial sustainability. In true start-up mode, we will select 1 or 2 pilot projects to test this new model before expanding it to other regions and countries.

Annex I: Current Members

MANAGEMENT BOARD MEMBERS

As of September 2017 the current members of the Board are as follows:

Alain Dehaze

Chairman of the GAN, CEO Adecco Group (January 2016 – June 2018)

Bernhard Welschke

Treasurer of the GAN, Secretary General of BIAC (March 2016 – August 2018)

Linda Kromjong

Secretary of the GAN, Secretary General of IOE

Shea Gopaul

GAN Executive Director (non-voting member)

GAN Members

GAN Board Members	
Company	CEO
ABB	Ulrich Spiesshofer
Accenture	Pierre Nanterme
The Adecco Group	Alain Dehaze
Hilton	Christopher Nasseta
Huawei Technologies Co., Ltd	Hu Houkun (Ken Hu)
IBM	Ginni Rometty
JPMorgan Chase & Co.	Karen Persichilli Keogh
Microsoft	Jean-Philippe Courtois
Telefónica, S.A.	José María Álvarez-Pallete López
UBS	Sergio Ermotti

GAN Board Members	
International Organizations	Head
BIAC	Bernhard Welschke
IOE	Linda Kromjong
ILO	Azita Berar Awad
OECD	Stefano Scarpetta

GAN Board Members	
Business and Employer Organizations	Head
Employers' Association of Indonesia (APINDO)	Agung Pambudhi
Employers' Consultative Association of Malawi (ECAM)	Beyani Munthali
National Business Association of Colombia (ANDI)	Alberto Echavarría Saldarriaga
Movement of the Enterprises of France (MEDEF)	Pierre Gattaz
Turkish Confederation of Employer Associations (TISK)	Kudret Önen

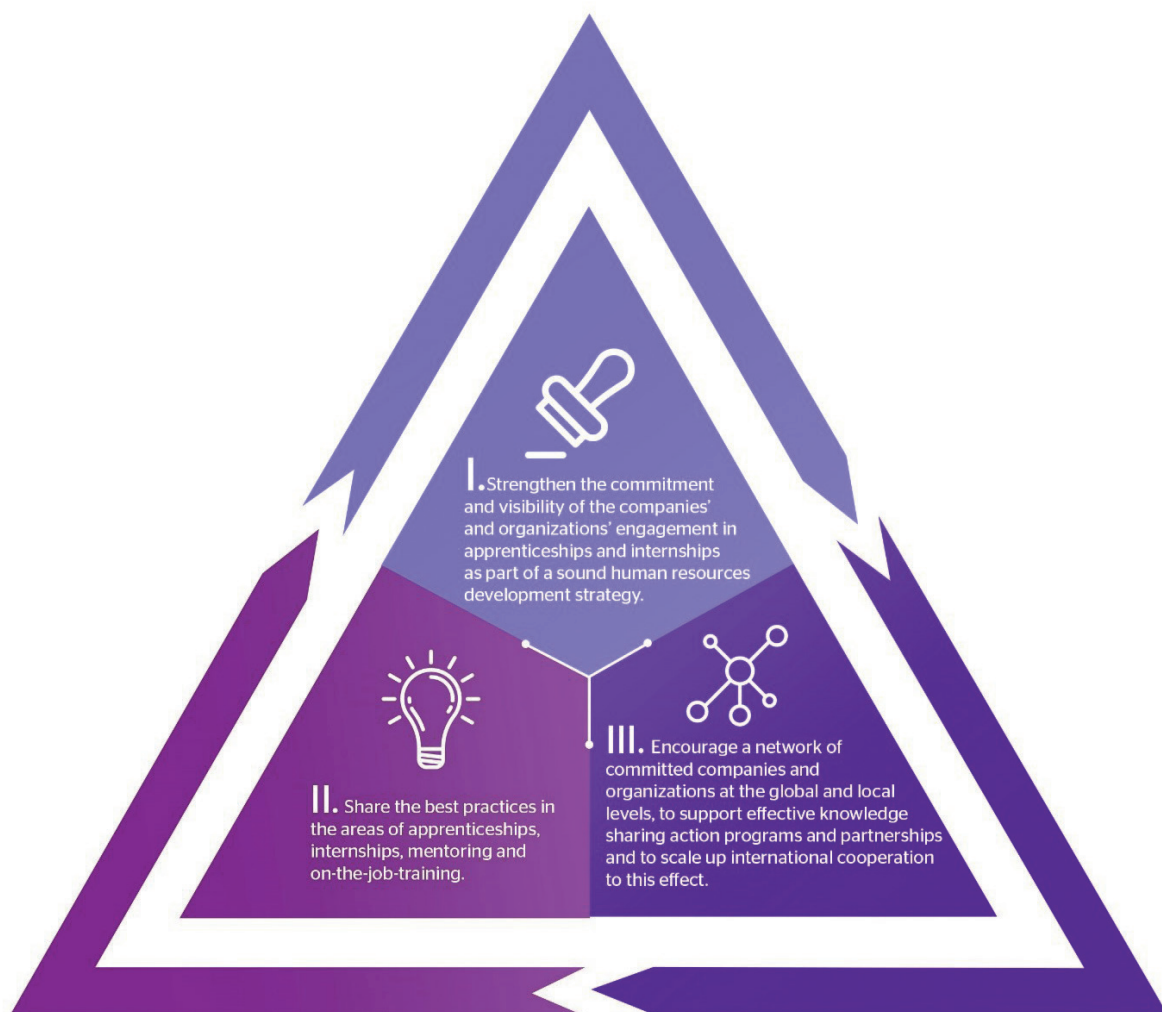
GAN Regular Members	
Company	CEO/Chairman
Astra International	Prijono Sugiarto
JobzMall Inc.	Pembe Candaner
Nestlé	Paul Bulcke
Randstad Holding	Jacques van den Broek
The MasterCard Foundation	Reeta Roy

Annex I: Current Members

GAN Regular Members	
Business and Employer Organizations	Focal Point
ARGENTINA: Industrial Union of Argentina (UIA)	Daniel Funes de Rioja
AZERBAIJAN: National Confederation of Entrepreneurs (Employers) Organizations of Azerbaijan Republic	Adil Gurbanov
BOLIVIA: Confederación de Empresarios Privados de Bolivia (CEPB)	Ana Maria del Castillo
BRAZIL: Confederação Nacional da Industria (CNI)	Alexandre Herculano Coelho de Souza Furlan
CHILE: Confederación de la Producción y del Comercio (CPC)	Paulina Labarca
COSTA RICA: Unión Costarricense de Cámaras y Asociaciones del Sector Empresarial Privado	Franco A. Pacheco
COTE D'IVOIRE: Confédération Générale des Entreprises de Côte d'Ivoire (CGECI)	Lakoun Ouattara
CROATIA: Croatian Employers' Association	Lidija Horvatić
DOMINICAN REPUBLIC: Confederación Patronal de la República Dominicana (COPARDOM)	Pedro Rodríguez Velázquez
ECUADOR: Federación Nacional de Cámaras de Industrias y Producción del Ecuador	Manuel Terán
EL SALVADOR: Asociación Nacional de la Empresa Privada	Brenda Batres
GUATEMALA: Comité Coordinador de Asociaciones Agrícolas, Comerciales, Industriales y Financieras	Roberto Ardón Quiñónez
HONDURAS: Consejo Hondureño de la Empresa Privada (COHEP)	Armando Urtecho
INDIA: Employers' Federation of India	R. S. Maker
IRAN: Iranian Confederation of Employers' Associations	Mohammad Otaredian
JAMAICA: Jamaica Employer's Federation (JEF)	Brenda V. Cuthbert
KENYA: Federation of Kenya Employers (FKE)	Jacqueline Mugo
MEXICO: Confederación Patronal de la República Mexicana (COPARMEX)	Nancy Fonseca Caldera
NAMIBIA: Namibia Employers' Federations	Tim Parkhouse
NICARAGUA: Consejo Superior de la Empresa Privada (COSEP)	Lydia Matus
NIGER: Conseil National du Patronat Nigérien (CNPN)	Olusegun A. Oshinowo

GAN Regular Members	
Business and Employer Organizations	Focal Point
PANAMA: Consejo Nacional de la Empresa Privada (CONEP)	Alfredo Burgos
PERU: Confederación Nacional de Instituciones Empresariales Privadas (CONFIEP)	Carmen Buenaño
SAUDI ARABIA: Jeddah Chamber of Commerce & Industry	Lama Al Sulaiman
SPAIN: Confederación Española de Organizaciones Empresariales (CEOE)	Ana Plaza
SOUTH AFRICA: Business Unity South Africa (BUSA)	Brenda Madumise
TANZANIA: Association of Tanzania Employers (ATE)	Aggrey K. Mlimuka
TOGO: Conseil National du Patronat du Togo (CNP Togo)	Jean Daniel Setho
UGANDA: Federation of Uganda Employers (FUE)	Douglas Opiyo
URUGUAY: Cámara Nacional de Comercio y Servicios de Uruguay (CNCS)	Cecilia Brasil
USA: United States Council for International Business (USCIB)	Gabriella Herzog
VENEZUELA: Federación de Cámaras y Asociaciones de Comercio y Producción de Venezuela	Albis Muñoz

Annex II | GAN Principles



Annex III: KPIs Table for the GNNs

In 2014, a pro-bono workshop was offered to GAN Members by McKinsey & Company, setting the foundation for defining the GAN work plans, based on the following Key Performance Indicators (KPIs).

The GNNs meet periodically through webinars and meetings to share their own KPI Objectives with the GAN Global Secretariat and other GNNs.

GAN National Network _____

Timeframe _____

KPI	Objective	Achievements per year	Achievements cumulated
1. Commitment			
# Apprenticeships or other Work Readiness Programs			
# Member companies joined			
# GAN National Networks launched (GNNs) (global level only)			
2. Advocacy			
# GAN Apprenticeships Days			
# GAN Ambassadors			
# PR: Classic media exposure: articles etc.			
# PR: Social media exposure: web visits, likes, followers, tweets etc.			
3. Sharing best practices			
# Shared best practices			
# Toolkits developed			
4. Facilitate multi-stakeholder dialogue			
# Meetings/workshops conducted			
# Panel presentations conducted			
# GAN events conducted			
5. Resources			
# ILO			
# Donor proposals			
# Paying members			
# Service-/Media Partners			

Annex IV: Fact Sheet & Benefits of GAN Membership

<p>Who?</p>	<p>The outreach through GAN partners is huge</p> <ul style="list-style-type: none"> • International Labour Organisation (ILO), with 187 member states: A tripartite organization bringing workers, employers and governments together • The Organisation for Economic Cooperation and Development (OECD) and its Business Industry Advisory Committee (BIAC): 35 member countries united for economic development • International Organisation of Employers (IOE): Comprising 157 business and employer organisation members in 145 countries • 14 Global leaders are member companies: ABB, Accenture, The Adecco Group, Hilton, Huawei, IBM, Microsoft, JP Morgan Chase & Co., Telefónica, UBS, Astra International, The MasterCard Foundation, Nestlé and Randstad • 8 GNNs are acting locally on the ground, targeted to market needs: Argentina, Colombia, Indonesia, Malawi, Mexico, Spain, Tanzania, Turkey and many more to come. • 3 formal partnerships have been established with DIGITALEUROPE, Fundación Bertelsmann, and the Graduate Institute in Geneva
<p>Where?</p>	<p>Acting globally – making the difference locally</p> <ul style="list-style-type: none"> • The GAN Global Network is strategic in nature, facilitating multi-stakeholder exchange on a global scale • GNNs provide roots for the GAN concept in various national contexts – taking into account distinct economic, cultural and institutional needs – GNNs in Argentina, Colombia, Indonesia, Malawi, Mexico, Spain, Tanzania, Turkey are already established, with many more in the pipeline
<p>Why?</p>	<p>We have a crisis!</p> <ul style="list-style-type: none"> • Contribute to tackling THE biggest social problem facing our world at this time – youth unemployment – by contributing to the Global Apprenticeship Movement • Address the war on talent – Apprenticeship is a proven solution as countries like Switzerland, Germany and Austria have the lowest rates of youth unemployment • Support the 2030 UN SDGs: SDG4 on quality education, SDG8 on decent work and economic growth, and SDG17 on partnerships • Gain access to major international institutions and business-to-business (B2B) relations through GAN outreach • Demonstrate internationally the company’s know-how and expertise in job training, skills development and CSR • Gain a positive image and reputation – studies show that millennials want to work for a business that cares
<p>How?</p>	<p>Unifying forces from public & private sectors globally to locally make an impact</p> <ul style="list-style-type: none"> • Commit to Action • Advocate for work-readiness programs • Share best practices • Facilitate multi-stakeholder dialogue and partnerships



Thank you for another fantastic year!

Investing in youth and skills is an honorable cause which benefits us all. We could not have had another successful year without your support and enthusiasm. We extend a special thanks to the ILO, the OECD, The MasterCard Foundation, the USDOL and all our members and partners. Our collective actions have made a difference for many, and we promise to keep the movement alive!



Join the Global Apprenticeship MOVEMENT

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GAN



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GAN, Global Apprenticeship Network, Secretariat
c/o International Organisation of Employers (IOE)
71, Avenue Louis - Casai
CH-1216 Cointrin / Geneva
Tel : +41 (0)22 929 00 11
info@gan-global.org
www.gan-global.org